

**SERVING
EMPLOYER
CUSTOMERS
THROUGH
CALIFORNIA'S ONE-
STOP CAREER
CENTER SYSTEM**



Presented by the:

Employer Services Subcommittee

Approved by:

California's One-Stop Career Center
System Task Force

NOVEMBER 10, 1998

Serving Employer Customers Through California's One-Stop Career Center System

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EXECUTIVE SUMMARY

This report of the Employer Services Subcommittee, *Serving Employer Customers Through California's One-Stop Career Center System*, provides a framework for the employer services aspect of California WorkNet, identifies various effective practices (grouped into nine "common themes" for maximizing employer participation in One-Stops, and presents six actions designed to affirm the key role of the employer customer under the Workforce Investment Act. The report was presented by the Subcommittee Chair and approved by the One-Stop Career Center System Task Force at their November 10, 1998 meeting.

The report consists of five sections and an appendix. Among the highlights of each section of the report are the following:

- Section 1** introduces the report and emphasizes that participation by employers, business associations, and economic development organizations, both as partners and customers, is essential to the success of the California WorkNet initiative.
- Section 2** present the purpose and objectives of the subcommittee's efforts which include defining employer service needs and identifying examples of "effective practices" from relevant reports and studies, and most importantly, from the experience of subcommittee members and other knowledgeable individuals.
- Section 3** discusses the added opportunity which the Workforce Investment Act affords for California WorkNet to affirm its focus on the employer as a key customer of One-Stop delivery systems, and to more actively engage the business and economic development communities in all aspects of workforce development.
- Section 4** presents a general framework for One-Stop employer services organized into nine "common themes." This framework is designed to provide the basis for a unified and consistent approach which will maximize benefits to employer customers and increase the likelihood of their active participation in the California WorkNet initiative.
- Section 5** presents six actions and next steps which were approved by the One-Stop Task Force:
- Accept the report as the basis for recommended guidelines and effective practices (organized within nine common themes) for serving One-Stop Employer Customers, and finalize and disseminate.
 - Refer the report to the Electronic One-Stop (EOS) Steering Committee to analyze and prioritize in relation to employer services which lend themselves to EOS delivery methods.

- Refer the report to the Workforce Investment Act (WIA) Transition Work Group so that it can be included in their deliberations on policy recommendations for One-Stop service delivery under WIA.
- Use the guidelines and effective practices examples as the basis for planned One-Stop capacity building activities. Use the One-Stop web site for posting new effective practices.
- Include the employer customer service themes and effective practices examples in development of One-Stop performance measurement indicators, and continuous improvement processes.
- Terminate the Employer Services Subcommittee as an active unit, but utilize the members for future review of One-Stop Task Force products involving Employer Services when appropriate.

1. Introduction

The One-Stop Career Center System (also known as California WorkNet) which is presently being implemented in California provides statewide leadership and impetus to numerous local One-Stop partnerships. These One-Stop partnerships are bringing together an array of workforce investment programs and services and building towards an integrated service delivery system for their customers: employers, and job, education and training seekers. The ultimate goal of the One-Stop System is to meet the needs of all customers by providing employment-related information and services, which are available at One-Stop Centers as well as a various other access points, both physical and electronic.

Participation by employers, business associations, and economic development organizations in the One-Stop Career Center System initiative, both as partners and customers, is essential to the success of the One-Stop concept. For the individual employer and the business community at-large, One-Stops offer convenience, service options, and flexibility. Through One-Stops, employers are afforded convenient access to information, qualified applicants, and resources and services, which meet other business needs. In terms of the economic and employment benefits to the overall community, One-Stops perform a key role in linking workforce investment programs and services with economic and business development.

The National Alliance of Business (NAB) and similar business-oriented organizations have focused on the needs and interests of the business community and ways to increase their awareness of and participation in the One-Stop System's design and development. When NAB in 1996 conducted a survey and held employer focus groups, barely one-third of the companies they reached were familiar with the types of information and services offered through One-Stop Centers. However, more than four out of five reported that such services would be helpful to their companies. These observations are borne out by the findings of other studies regarding employer knowledge about, and use of, publicly sponsored workforce preparation services to meet their human resource needs.

Small Business Background

In accord with the guiding principle of "universality," local One-Stop Centers should serve the employer community at-large, offering at minimum a common core of services to all. Although in this report, the terms "business" and "employers" are used in a rather generic sense, it is understood that the business/employer community is not monolithic, and, as a result, the California WorkNet initiative should reflect this diversity. Specifically, One-Stops need to reach out to, and be prepared to meet the needs of, business of different sizes and from a variety of industry sectors.

Effectively serving small business, for example, requires strategies that take into account their special situation and needs. Not only do small businesses play a vital role as job creators, but their diversity and composition also provide the workforce with a wider range of job opportunities. Experience has shown, however, that owners of smaller businesses are less apt to know how to tap into sources of qualified workers, may lack resources to invest in training

of new workers, and are especially focused on how public programs will help them meet their bottom line.

The importance of small businesses to California's economy and job market is evident. Statewide, almost one-fourth of total employment occurs in very small businesses with less than 25 employees. Significantly, very small businesses were responsible for creating over two-thirds of the State's net new jobs between 1992-1996. Some communities have few large employers, and small businesses may consequently account for most job opportunities. Overall, smaller employers should be viewed by local One-Stop partnerships as a key customer group.

2. The Employer Services Subcommittee: Purpose and Objectives

With the above factors in mind, the One-Stop Career Center System Task Force, in May 1998, formed an Employer Services Subcommittee. Mr. John Dewes, who is the Task Force Vice Chair and one of its private sector members, was appointed to chair the subcommittee.

The subcommittee's overall purpose was to help design the employer services portion of California WorkNet by providing input and recommendations on services and delivery methods, including use of Electronic One-Stop (EOS) approaches, that would create value for the California business community at-large and economic development entities in all aspects of California's One-Stop System.

The Employer Services Subcommittee's specific objectives were to:

- Define services needed by employer customers;
- Define the "added value" that employers will receive through One-Stop services;
- Identify effective practices which maximize employer participation in all aspects of One-Stop; and
- Provide a forum for continuous improvement.

As stipulated by the Task Force, Employer Services Committee membership included private sector members of the Task Force and its Electronic One-Stop Steering Committee as well as representatives of business associations, local employers (e.g., from Private Industry Councils), and employer services providers, including local One-Stop management. The subcommittee membership is listed in Appendix A-3.

To limit the time commitment required of its members, the Employer Services Subcommittee conducted itself as a "virtual" committee. In accord with this approach, the subcommittee held a day long, facilitated "kick-off" meeting in early August 1998. To serve as a point of departure for that session's discussions, information and recommendations from published reports and studies of work previously done by the NAB, the National Employer Services Work Group, the State Job Training Coordinating Council's Business and Labor Committee, and other relevant sources was synthesized and distributed in advance to subcommittee members.

During the meeting, members brainstormed ideas on "what employers want" in One-Stops Centers, shared various effective practices and strategies One-Stops are currently using to serve employers needs, and identified some "challenges and opportunities" inherent in serving the employer customer. In accord with the "virtual" meeting concept, subsequent communications with subcommittee members were via various media including e-mail, U.S. Postal Service "surface mail," fax, and teleconferences, tailored to the members as well as other respondents who wished to provide their comments and critique.

The subcommittee Chair and One-Stop Office staff also took the opportunity to share draft products, and to collect additional input and reactions through other venues. These included, for example, soliciting the views of employers and others at a statewide California Workforce Association conference, meeting with the California Chamber of Commerce's Employer/Employee Relations Committee, and communicating with a number of local One-Stop partnerships in regards to their employer services functions.

The employer services information and examples provided by the sources identified above was collected, analyzed, prioritized, and shared as widely as possible within the time constraints of the Employer Services Subcommittee's schedule which called for having a product completed for presentation to the One-Stop Task Force's meeting in November 1998. Through this process, nine "common themes" for providing One-Stop services were identified as having the greatest importance to the employer community. These common themes are identified and discussed, including examples of strategies for transforming One-Stop services to employer customers in Section 5 of this report, beginning on page 8.

3. The Workforce Investment Act: A New Opportunity to Engage the Employer Community

The recently enacted Workforce Investment Act of 1998 (Public Law 105-220) provides an opportunity for California WorkNet to reaffirm its focus on the employer as a key customer of One-Stop delivery systems. The Act strongly articulates several demand-side themes—business/employer leadership and majority representation, a work-first orientation (i.e., using the labor market to assess the employment potential of the pool of workers seeking assistance), and closer integration between training and actual job opportunities. Additionally, the Act firmly establishes the One-Stop System as the unified service delivery “platform” for integrating fourteen federal programs, and for measuring the performance of the new workforce investment system in each state.

From the perspective of the One-Stop Career Center System Task Force, the Act provides an added opportunity to focus statewide systems building efforts on strengthening the capability of the local One-Stop partnerships to more fully involve and better serve the needs of employers. The emphasis placed on One-Stop systems for integrating workforce development efforts affords the opportunity to develop a unified and consistent framework for service delivery to employers, while allowing for unique local characteristics. Additionally, by providing a transition schedule and legislative foundation for One-Stop service delivery, the Act underscores the timeliness and importance of designing a model approach to serving employers.

Under the Act, local workforce investment areas are required by July 1, 2000, to have local One-Stop delivery systems in place. Workforce investment core services, including labor exchange services, must be universally available to all customers through a One-Stop delivery system that operates at least one physical location in the workforce investment area. The One-Stop system must also provide access to “intensive” training, vocational education, supportive and related services offered by an array of partners. In accord with the “work first” concept, job seekers receive core services (e.g., job referral and placement) first. If unsuccessful in obtaining employment, they may then receive intensive services.

Among responsibilities of local workforce investment boards (WIB), which must have a majority of representatives of business, are to:

- Develop a local plan; designate, certify, and oversee One-Stop operators;
- Coordinate employer linkages with workforce investment activities; and
- Promote participation of business/employers in the area’s One-Stop system.

The local WIB, with agreement of the chief local official(s), must develop a memo of understanding (MOU) in conjunction with, at a minimum, various “required” One-Stop partners. This MOU formalizes the operation of the One-Stop system in the local area, including the partners’ collective agreement to ensure that core services are provided and that necessary intensive services and job training are available through the One-Stop partnership.

4. Common Themes for Serving the Employer Customer

As described earlier, a major purpose of this report was to provide the One-Stop Career Center System Task Force and local One-Stop partnerships with a set of recommended guidelines and effective practices examples which will maximize benefits to employers and increase the likelihood of their participation in the One-Stop initiative. This One-Stop employer services framework was organized into the nine “common themes” (listed below) which are designed to provide a unified and consistent approach for serving employer customers. For each common theme, the One-Stop guiding principle(s) associated with that theme have also been identified on the following pages.

- A. Employer Access to Information and Services
- B. Applicant Screening and Referral
- C. Applicant Assessment and Testing
- D. Training Available to New/Current Employees and Employers
- E. Assistance to New/Current Employees of Value to Employers
- F. Labor Trends and Wage Information
- G. Economic and Business Development Assistance
- H. Customer Service and Performance Accountability
- I. Outreach and Marketing to Employers

A. Employer Access to Information and Services

Guiding Principles: Comprehensive and Integrated

California's One-Stop Vision is to have "no wrong door" access available to employer customers, not only locally but also through having systems that are networked statewide. Locally, mandatory "core" services for employer customers are to be universally accessible at or through One-Stop Career Centers. Access by employers to these services, and any additional "customized" services, which local One-Stop partnerships may choose to offer, is intended to be available through multiple methods of access—both physical and electronic.

One-Stop services are expected to be customer-focused, and convenient and easy for a diverse and broad range of employer customers to access and use. As a result, whatever technology-based methods and physical means of access options are available, these approaches must be sensitive to employer's needs and facilitate assistance, not present barriers. Since the business community is not monolithic, providing a choice of methods by which employer customers may access One-Stop information and services should maximize the "value added" benefit to the greatest number and types of businesses and employers. Flexible, yet integrated methods of access by employers can be accomplished and facilitated in a variety of ways including:

- Ensure that all employers—both those with computer-based systems and those without—have the widest possible range of optional ways by which they can access needed information and assistance services; e.g., by phone, fax, e-mail
- Use Internet web sites to provide a wide array of employer services information and to facilitate linkages with available assistance services
- Have a single point of contact (e.g., one common telephone number) which can be publicized for an entire community, region, or labor market area
- Provide employers 24 hours a day, seven day a week access to information through "hotline" 800/888 numbers
- Accommodate multiple language options in communications systems
- Assure convenient, in-person access to One-Stop Centers and contact points
- Make employer involvement easy; e.g., schedule job seeker interviews and provide employers physical space to interview candidates

B. Applicant Screening and Referral

Guiding Principles: Comprehensive and Integrated

For employers, hiring the most qualified workers is essential to the firm's profitability and the satisfaction of its customers. Consistently, employer focus groups and surveys have concluded that employers single greatest concern is applicant screening and quality of referrals.

Many employers want One-Stops to filter out job candidates who they believe do not have the requisite training, skills, and other personal attributes to handle the job. A growing number of employers want to be able to obtain job seeker's resumes, in some instances supplemented with other information, and then do their own screening. Other employers may only wish to secure a "pool" of unscreened candidates. Meeting each employer's unique needs is the key.

- Among ways suggested for One-Stops to improve screening and referral are:
- Have staff members designated as the single point of contact or "account representative" for a particular group of firms or industry sector
- Inform employers of the talent/resume bank capabilities afforded by Internet-based, self-screening systems; e.g., CalJOBS and local workforce development systems web sites with these features
- Screen job candidates so that only the most qualified, based on the employers' criteria, are referred. In general, employers prefer that this process include screening for basic skills and job-readiness skills¹
- Validate certain information supplied by job candidates. Specifically, employers may, for example, want confirmation of an individual's:

Educational level and skill's attainment

Legal residency status, DMV driving record

Veteran's status, work history or professional credentials reported

A challenge for One-Stops is that some of what employers may wish to know about job candidates may not be possible to provide due to factors such as confidentiality. Examples include criminal record checks (job relevancy is a key consideration), and drug testing or other substance abuse screening.

¹ The Secretary's Commission on Attaining Necessary Skills (SCANS) identified skills that employers require in several areas. The fundamental or "basic skills" identified by SCANS were reading, writing, computation, and oral communication. "Job-readiness" skills cited by SCANS and others include work habits, attitudes, and other interpersonal skills such as punctuality, ability to serve customers and work effectively with others, positive attitude, motivation, and flexibility. A recent report prepared for the SJTCC describes these and other related concepts in detail.

C. Applicant Assessment and Testing

Guiding Principles: Comprehensive and Integrated

Employers are increasingly using new testing techniques and interview protocols to ascertain whether a job candidate possesses necessary interpersonal skills, they will fit into their firm's "culture," and can learn the skills that the job requires. Many different types of agencies, both public and private, are in the business of connecting job seekers and employers. As a result, One-Stops are in competition with other labor exchange intermediaries that perform various degrees of assessment and testing of job candidates before referring them to employers. In-depth, diagnostic assessment and testing requires well-trained, experienced staff.

Although One-Stops should carefully weigh the "added value" they can bring to employers in this rather specialized field, the inclusion of partners with the necessary expertise is one way to strengthen assessment and testing capabilities and increase employer confidence. In some instances, items identified below may be especially appropriate to provide on a fee-for-service basis.

Among suggested ways One-Stop might address employers' needs for assessment and testing is:

- Measure job candidates' basic skills and job readiness (AKA "soft skills"). As earlier noted, per SCANS, "basic skills" are defined as reading, writing, computation, and oral communications. "Job readiness" includes attributes such as the ability to cooperate and work successfully with others.
- Perform pre-referral assessment and testing designed to ascertain job candidates:
 - Work values in accord with employer expectations
 - Job interests
 - Specific skills in relation to job requirements
 - Aptitude to learn and progress on the job
 - Physical ability relevant to the job
- Offer assessment and testing for existing employees. An example is skills testing of current employees to provide information for skill/job upgrade potential.

D. Training Available to New/Current Employees and Employers

Guiding Principles: Comprehensive and Integrated

In addition to job placement and other employment preparation services, One-Stop Career Centers serve as a valuable resource to employers (as well as workers) who are seeking comprehensive career and training information and related services. Based on “market need” and funding availability, One-Stops may directly offer these services, potentially in collaboration with the Employment Training Panel or other partners, or as fee-for-service options to interested employers.

- Among ways One-Stops might help employers in respect to training and education are:
- Be proactive and flexible in helping individual employers determine training needs and maintain ongoing liaison with business/trade associations
- Perform the role of a “broker” of education and training services by assisting employers in leveraging training resources for both prospective new employees and incumbent workers
- Provide comprehensive and well-organized information (e.g., using “fact sheets” and other communications medium) on available training, and facilitate access by employers and workers to:
 - Customized/industry-relevant training matched to employers business needs
 - Resources; e.g., financial support, for training services including skills training, on-the-job training, upgrade training, job-readiness training, and adult education and literacy activities
 - Apprenticeship and internship programs and resources
- Arrange seminars on topics requested by employers; e.g., interpersonal relations, employee retention, financial management

E. Assistance to New/Current Employees of Value to Employers

Guiding Principle: Comprehensive

Many employers are facing challenges within the current “tight” labor market environment. They are attempting to recruit qualified workers, reduce turnover, keep their employees’ skills current, and help their employees balance the demands of work and personal/family life. Employers want their investment in newly hired employees to pay off through long-term job retention, acquisition of new skills, and loyalty to the firm.

Newly employed workers tend to have assistance needs related to personal and family-related issues more frequently than an employer’s established workforce. Current efforts to transition welfare recipients to employment has served to heighten awareness of support service needs, for example, child care, transportation, and having co-workers who can act as helpful “role models.” Unless such needs are addressed in a timely manner, an employee’s work attendance and overall performance may be jeopardized.

From the standpoint of many firms, helping their employees’ ease various personal and family problems may seem to be beyond the scope of the employer’s responsibility. However, assistance which helps to retain a current employee is generally a less costly alternative to hiring and training a new employee, and can increase employee job satisfaction and motivation as well.

Examples of retention oriented services which One-Stops might offer are:

- Inform employers and workers of where support services already exist in the community, and how this information and assistance can be accessed
 - Provide a 24 hours a day, year-around information and referral “hotline”
 - Include such information on the One-Stop partnership’s web site
- Maintain referral arrangements with human service providers; e.g., county health/mental health, rehabilitation, financial counseling and legal aid
- Offer advice to employers in regards to ongoing activities they may wish to sponsor for their employees; e.g., job coach or mentor programs, support groups
- Facilitate short-term financial assistance to newly hired employees; e.g., for transportation, minor medical care, necessary uniforms and/or work tools
- Help employees access education and training resources including those to overcome language barriers or address other job related basic education needs

F. Labor Trends and Wage Information

Guiding Principles: Comprehensive and Customer Focused

Accurate and current labor market information (LMI) is valuable for business planning and forecasting. From an employer's perspective, the more localized that LMI is the better. Regularly updated and readily available information that helps employers stay in touch with local trends and update their human resource strategies in response to changing conditions is highly valued. For example, in the present tight labor market, employers are eager to reach out to new sources of workers and upgrade the skills of their current employees.

Some of the various ways that One-Stops can accommodate the LMI needs of employers are identified below.

- Provide LMI products and services desired by employers such as:
 - Wage data by industry/occupation
 - Occupational supply/demand information
 - Information relevant to equal employment opportunity
 - Employment/unemployment data
 - Industry and occupational trends and forecasts
 - Characteristics of job seekers; e.g., skills and demographics
 - Features of the local communities' economic base
- Provide locally-specific LMI that can be compared at national, statewide and regional levels
- Provide employers LMI information that is:
 - Available in a variety of flexible, user-friendly formats from which employers can readily locate and retrieve the particular information they need
 - Readily accessible by calling a single number, and available on-line, e.g., through an Internet web site
 - Accurate, current, and easy to understand
- Partner with business associations (e.g., Chambers of Commerce, employer advisory councils, and trade associations) which can share information to/from their members
- Coordinate with local LMI consultants, and consolidate the identification and delivery of high-quality information relevant to employers and business needs in general

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California is a pilot state for the national Occupational Information Network (O*NET) system. Once fully implemented, O*NET will contain comprehensive, skills-based information of value to employers and other users. Additionally, California is currently building a comprehensive LMI database as part of America's Labor Market Information System (ALMIS). ALMIS will, for example, provide employer's the ability to access and compare LMI from area to area.

G. Economic and Business Development Assistance

Guiding Principles: Comprehensive and Integrated

Clearly, One-Stop assistance specifically targeted to the employer community—and workforce preparation activities in general—need to complement local economic and business development efforts. Through their role of promoting economic vitality, economic development agencies generally have strong ties to the business community and can be a source of information about the local labor market. Together, these complementary services and resources can be focused on helping build and sustain a viable business and employment base by ensuring that a trained, qualified workforce is available to meet employer's needs and likewise improve the community's overall economic prospects.

To the extent that the One-Stop approach offers convenience, service options, and flexibility for firms and the business community at-large, local economic development objectives will also be served. Such a system will help the community's overall business climate and provide a necessary "supply-side" or job-creation aspect to the One-Stop concept.

Among suggested ways that economic and business development entities and One-Stops can, together, serve employer and business needs are:

- Provide information via fact sheets, Internet web sites and other media on public and private-sector education and job-training resources available at the local, regional, and state level; include phone numbers, e-mail addresses, etc.
- Facilitate access to resources (e.g., wage sharing) for businesses to train incumbent and/or newly-hired workers through the Employment Training Panel, community colleges, and other training providers
- Promote financial incentives for hiring targeted workers such as Work Opportunity Tax Credits (WOTC) and Enterprise Zone or Targeted Employment Area vouchers
- Help companies identify/access business assistance services (e.g., through small business development centers) such as:
 - One-on-one business consulting
 - Business loan information
 - Permit information and assistance
- Facilitate referral to Americans with Disabilities Act (ADA) accommodations resources or technical assistance

H. Customer Service and Performance Accountability

Guiding Principles: Customer Focused and Performance Based

Active participation by individual employers and business/industry associations in planning and evaluating local One-Stop systems will help to measurably ensure customer-oriented, outcome driven employer services. For One-Stop partnerships, meeting the requirements of the business community means gauging their satisfaction on an ongoing basis, and striving to continuously improve the quality and responsiveness of employer services provided.

- Examples of ways to increase employer involvement and improve services include:
- Have employers “educate” the One-Stop partnership on what they want and need; e.g., use a survey or focus groups to get feedback on unmet needs
- Visit area businesses to better understand employer customer’s specific needs
- Provide customer service training to all One-Stop partners’ staff
- Use the language of business, avoid acronyms and “insider” terms
- Move staff decision-making authority to lowest level possible
- Provide fast, timely service to employers, e.g., furnish pagers to appropriate staff, return calls promptly, provide feedback on job order inquiries
- Have an easy to use voice mail system if no actual person answers phones
- Assign employer-contact staff by industry sectors or business type, i.e., “account representatives,” and minimize staff reassignment where possible
- Create a user friendly system which enables employers to actively participate, and which allows for ongoing feedback and improvement suggestions
- Accept responsibility for problems or employer complaints that arise; quickly resolve the issue
- Utilize performance measures which include employer services outcomes and satisfaction indices
- Model sound business practices; i.e., deliver consistent and reliable services, with quick response and a high degree of accuracy

I. Outreach and Marketing to Employers

Guiding Principles: Customer Choice and Performance Based

A significant challenge facing local One-Stop Career Center systems is overcoming the image problem that publicly sponsored programs has with employers. In essence, One-Stops must be viewed as “employer-friendly” and concerned about the satisfaction of their employer customer base.

To establish a positive image and, in general, communicate effectively with the employer community, One-Stops should:

- Ensure that all One-Stop partners have a clear understanding of the needs and interests of current and potential employer customers
- Develop communication networks and build trust with employers through, for example, partnering with Chambers of Commerce and industry associations
- Use employer involvement to shape service designs, ensure “buy in,” and as a marketing tool; i.e., enlist satisfied employers to “spread the good word”
- Ensure that One-Stop facilities appear business-like and attractive to employer customers

To orchestrate effective outreach/marketing to employers, One-Stops should:

- Plan and organize One-Stops’ marketing message, strategy, and approach in conjunction with business community spokespersons
- Organize employer outreach efforts; e.g., by size, industry, “demand” skill requirements, or geography
- Use an employer contact management system to coordinate/track One-Stop partners’ outreach to employers, and maximize coverage of employers at large
- Emphasize value-added advantages to employers who use One-Stops; i.e., recruitment, training and turnover costs go down; bottom line profits go up
- Provide a consistent marketing message to employers that emphasizes One-Stop as an integrated system of partners, not as independent agencies
- Use a range of medium, tools, and approaches to communicate; e.g., brochures, newsletters, direct mail, web sites, or a speaker’s bureau
- “Celebrate” and advertise employer services successes in the media, e.g., chamber/trade association newsletters and videotapes for presentations

5. TASK FORCE ACTION AND NEXT STEPS

At the November 10, 1998 meeting of the One-Stop Career Center System Task Force, the Chair of the Employer Services Subcommittee presented the final version of this report and requested Task Force action as follows:

- Accept the report as the basis for recommended guidelines and effective practices (organized within nine common themes) for serving One-Stop Employer Customers, and finalize and disseminate.
- Refer the report to the Electronic One-Stop (EOS) Steering Committee to analyze and prioritize in relation to employer services which lend themselves to EOS delivery methods.
- Refer the report to the Workforce Investment Act (WIA) Transition Work Group so that it can be included in their deliberations on policy recommendations for One-Stop service delivery under WIA.
- Use the guidelines and effective practices examples as the basis for planned One-Stop capacity building activities. Use the One-Stop website for posting new effective practices.
- Include the employer customer service themes and effective practices examples in development of One-Stop performance measurement indicators, and continuous improvement processes.
- Terminate the Employer Services Subcommittee as an active unit, but utilize the members for future review of One-Stop Task Force products involving employer services when appropriate.

The One-Stop Task Force approved the Employer Services Subcommittee's report including the common themes for serving the employer customer and recommendations as described herein.

Appendix A-1

Members: Employer Services Subcommittee of the California One-Stop Career Center System Task Force

Private Sector Members of One-Stop Task Force

Mr. John Dewes (Chairperson)
Former General Manager, Public Affairs
Chevron Corporation

Mr. Vince O'Hara
Chief Executive Officer
Talk Technology – The Solutions People

Ms. Diane Threlkeld
Director, University Business Center
California State University, Fresno

Representatives of Business Associations and Assistance Providers

Ms. Julie Ann Broyles
Employer/Employee Relations
California Chamber of Commerce

Mr. Bill Lofgren
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Ms. Nancy C. Nelson, State President
Society for Human Resource
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HR Manager, Ultra Clean Technology

Local Economic Development

Ms. Debra Reed
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Employer Members of Private Industry Councils

Ms. Diana L. Peterson-More
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City of Los Angeles
President, The Organizational
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Mr. John Willinger
Member
Stanislaus County Private Industry Council

Labor Representation

Mr. Henry Nunn
Apprenticeship Director
Painting & Decorating Joint
Apprenticeship Council

Employer Service Providers

Mr. Barry Worthington
Marketing Analyst
Employment Training Panel

Ms. Gwyn Tracy
Specialist, Student Services
California Community Colleges,
Chancellor's Office

Ms. Margaret Johnson
Manager,
Employment Service Initiatives
EDD Job Service Division

Ms. Jane Canty, Planner
Sacramento County
Department of Human Assistance

Ms. Cecile Cowan
Employer Service Manager
San Diego Workforce Partnership

Ms. Rita Hays
Deputy Director, Employer Services
Contra Costa Private Industry Council

Mr. Sal Vaca
Manager
Richmond WORKS

Appendix A-2

Examples of Information for Employer Customers Available on One-Stop Web Sites

- Directory of services for employer customers
 - ⇒ Business resources
 - ⇒ Community services
 - ⇒ Education and training resources
 - ⇒ Employment services
- Employee recruitment assistance
 - ⇒ Pre-screen job seekers' work and education history
 - ⇒ Identify eligible workers based on employers' requirements
 - ⇒ Refer qualified applicants to employer
 - ⇒ Provide/refer to assessment and testing services
 - ⇒ Advertise Job Fairs
 - ⇒ Talent/resume bank for employers to self-screen
- Employer workshops and seminars
- Financial assistance for employee training and/or hiring incentives
 - ⇒ Wage reimbursement for on-the-job training (OJT)
 - ⇒ Tax credit information, e.g., Work Opportunity and Enterprise Zone tax credits
 - ⇒ Customized training tailored to industry/specific employers, e.g., curriculum development.
 - ⇒ Links to other employment/training programs and resources
 - ⇒ Upgrade training for current employees
- Labor market information (LMI)
 - ⇒ Local "labor pool" characteristics
 - ⇒ Employee wage and benefit information
- Employment laws and employer taxes
- Local economic development
 - ⇒ Addressing labor needs of expanding or relocating businesses
 - ⇒ Business development services
 - ⇒ Industry cluster information
 - ⇒ Permit/licensing information
 - ⇒ Business licenses, regulations, and taxes
 - ⇒ Local amenities; e.g., transportation, housing

- Small business assistance
 - ⇒ Business start-up and entrepreneurial training
 - ⇒ Loan application procedures
 - ⇒ Service Core of Retired Executives (SCORE)
 - ⇒ Small business workshops
 - ⇒ Business incubation
 - ⇒ Web design and development
- Newsletters for employers; e.g., articles highlighting One-Stop resources, workforce issues, trends
- Outplacement assistance (managing employee transition for firms that are downsizing or closing)
 - ⇒ Consultation and provision of re-employment services

Examples of Service Delivery Area/One-Stop Web Sites With Employer Services Content

Alameda County
www.eastbayworks.org

Contra Costa
www.work-web/contracosta

Employment Development Department
www.wedd.cahwnet.gov/employer

Fresno Workforce Development Board
www.bizpage.com/business/pic

North Bay Employment Connect
www.gotothehub.com

North Central Counties Consortium
www.nccpic.org

North Santa Clara Valley Job Training Consortium
www.novapic.org/empserv2

San Diego Workforce Partnership, Inc.
www.sandiego.workforce.org

Appendix A-3

Resource Materials

California State University, Long Beach, (for the State Job Training Coordinating Council), *Employability Skills Assessments in California*, 1998.

Manpower Demonstration Research Corporation, *Business Partnerships, How to Involve Employers in Welfare Reform*, June 1998.

National Alliance of Business (NAB), *Making the Employer Connection: A Toolkit for One-Stops*, (CD-ROM), May 1998.

NAB, *Blueprint For Business, Reaching A New Work Force*, 1998.

NAB, *Dimensions of One-Stops, Findings and Recommendations*, February 1997.

NAB, *What Businesses Want in a One-Stop Career Center*, 1996.

National Association of Private Industry Councils and NAB, *One-Stop Strategies, A Guide for Governing Boards*, September 1997.

National Governors Association, *Ten Principles for Effective Workforce Development Programs*, July 1997.

Social Policy Research (SPR), *What Do Customers Want? A Review of Customer Goals for Workforce Development Programs*, October 15, 1997.

SPR, *Transforming Services For Employers*, From: An Introduction to One-Stop System Building, 1998.